



# STRESS & CHANGE

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Part #2: Stress & Change

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# Mindfulness Activity

## Anchor Breathing

1. Imagine being on a boat, feeling calm, and safe.
2. Attached to the boat is an anchor. It keeps you there, where you want and happy.
3. Our bodies, like the boat, also have anchors, and they can help us focus. Our belly, our nose, and mouth, and our chest and can help us feel grounded.
4. Close your eyes, with your hands on your chest breath in deeply through your nose.
5. Breathe out slowly through your mouth.
6. Feel your ribs rise and fall.
7. As your mind wanders, gently bring it back to the anchor point.



Starting out for this training let's get our focus on our deep breathing. This will help calm the mind and alleviate some of the stress you are feeling. Let's begin.

# Team Development & Team Bonding

- What was 1 thing that you took away from the team development training?
- Was there the “ah – ha” moment for you?
- What is one thing that you learned from “team development” that you did not know previously?
- Have you been working on finding your “voice”?

If you have taken Lesson #1: Team Development & Team Bonding please answer these questions. You do not have to state them aloud but think about what was discussed and learned during that lesson.

# Stress Test

## How Stressed are You?

Please take this test at this time. Do not put your name on it as we will share the responses later in the training.

# Stress & Change

1. Do you feel tired all the time or have trouble sleeping more than one night a week?
2. Do you have a hard time relaxing or feel unable to relax often?
3. Do you forget things often?
4. Are you frequently angry and tired at the end of the day?
5. Do you often feel under pressure?
6. Do you often argue, even about minor things?
7. Do you feel that you never have time for yourself?
8. Do you find yourself not wanting to socialize with others and feel others are often wrong about things?
9. Do others tell you that you seem tense or upset?

How many questions did you answer "yes" to? If more than two and you feel this way regularly, chances are you are stressed!

Did you have 2 or more? How many had more than 5? How many had less than 2?

Stress is prevalent in the U.S. and has only grown through out the years in the workforce. The next slide will show us some numbers.



# Let's Look At. . . .

## **OSHA (Occupational Safety & Health)**

Job Stress is the *harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker.*

## **The National Institute of Mental Health**

- Anxiety disorder in 31% of Americans

## **American Psychological Association's**

- 22% have a great deal of stress
- 43% feel they have some stress
- 4 biggest factors

Since OSHA is an organization for worker safety, let's look at their definition of job stress.

NIMH = 31% Americans will experience an anxiety disorder in their life.

American Psychological Association's = most recent Stress in America survey (R=3192), found 22% feel like they have a great deal of stress and 43% feel that they have some stress. The 4 biggest factors of stress were work (for those that were employed) and money. Two other stressful factors were the economy at 69% and education for adult students (75%).

Now let's look at the % of workers that are stressed within the U.S. workforce. Breaking it down into simple math if you have a department of 10 staff according to

NIMH you would have 3 employees that are experiencing an anxiety disorder.

APA states you would have 2 employees with a great deal of stress and 4 employees with some stress.

You now have 9 out of 10 employees that are experiencing some type of stress within your department!

# Stress & Anxiety

## Stress

- Emotional Response
- Triggered by external event
- Can be short-term or long-term
- Experience mental/physical symptoms

## Anxiety

- Emotional Response
- Persistent & excessive worries that do not go away even if the stressor does
- Experience mental/physical symptoms

We talk about stress and anxiety - are they not the same?

Both stress and anxiety have common responses such as an emotional response and experiencing mental and physical symptoms but that is where the commonalities end.

Stress can be triggered by an external event and can be either short- or long- term. Anxiety on the other hand is persistent and excessive worries that do not go away even if the stressor does.

# Change vs. Transition

**Change** refers to the **SITUATION** or **EVENT** that happens to people and/or an organization - it is **EXTERNAL**.

**Transition** is the **INTERNAL** process of adapting to a new situation. It is the process of successfully adapting from an old way to a new one.

So now what is the difference between change and transition. Sounds like they may be similar but they are very different.

Change is an external event that happens to others.

An example would be “a child is going off to school (change).”

Transition is an internal event that requires one to adapt to a new situation.

An example would be “a child is going to be going to school and not home every night (transition).”



# REACTIONS TO CHANGE

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Do not share in advance what this activity is about. At the meeting, once everyone has taken their seats, ask team members to get up and change chairs. Don't look them in the eye or give any explanation. If they ask, just say they must move to any seat other than the one they were in, and they should take their things with them.

If you're doing this virtually, you might consider giving everyone a new link to a different online learning space as above, don't give any explanation. If they ask why, just say that it's necessary. Once everyone is back, ask for volunteers to share what they felt or experienced during or after the request to change seats.

### **Suggested wording**

I want you to think about what you thought or felt when you were forced to change chairs [or meeting space]. Having change thrust upon us with little or no explanation can be stressful. We may feel resentment, annoyance or something else. OK, let's have each person share what they experienced when forced to change without knowing why.

### **Instructions**

You could link what the group shares to the various steps in William Bridges' change process/cycle model. The purpose of this activity is to convey ideas to help team members manage change in the workplace. These may include the notions that:

- Change is rarely straightforward. It is often complex and messy.
- Change can take time, and patience is important.
- Change can cause anxiety. It's important to share and demonstrate an understanding of our fears and concerns, to help reduce this anxiety.
- Sometimes it can be helpful to explore possibilities and take reasonable risks.
- We do not all react the same way to change.

### **Suggested wording**

There are two things to consider here – we need to do our best to prepare people for change and explain the purpose of the change. The other is that we can be aware of our own stress related to change and take steps to seek clarity, in order to gain a better sense of control.

# Why is Change Stressful?

- Motivator for resistance whether passive or active.
- We are pre-programmed to detect changes in our environment
- Positive – reaction positively or have no reaction
- Negative – stress reaction
  - Fight or flight
  - Psychological
  - Severity of Change
  - Resources
- $\text{Severity} > \text{Resources} = \text{Stress Reaction}$

**Change = motivator for resistance whether passive or active.  
Pre-programmed to detect changes in our environment**

**Positive – reaction positively or have no reaction  
Negative – stress reaction**

**Both physiological (releasing a chemical – adrenaline that raises the heart rate and prepares us for flight or fight**

**Psychological – feelings of anxiety, anger, etc.**

**Severity of Change = Perceived effect on me and others**

**Resources = Experience (my previous experience –good/bad) + training in handling change  
(including strategies for working positively through change) + Personality (e.g. attitude to risk) +  
Leadership of change**

**Severity > Resources = Stress Reaction**

# Sudden Changes

- Lean on your social network
- Use relaxation techniques
- Engage in hobbies
- Minimize caffeine intake
- Laugh
- Care for your health
- Avoid drugs and alcohol
- Focus on the problems you can solve not those you cannot
- Seek professional support



# Signs of Poor Stress Adaptation

- Anxiety that is constant or out of proportion to the situation
- Irritability and moodiness
- Constant worry
- Inability to relax
- Avoiding relationships or responsibilities
- Poor self-esteem
- Forgetfulness
- Racing thoughts

# Signs of Poor Stress Adaptation

## Also included are:

- Aches and pains
- Frequent headaches
- Palpitations
- Chronic exhaustion
- Changes in appetite
- Changes in sexual desire
- Frequent infections
- Gastrointestinal symptoms

# Fight or Flight Responses

- Physiological resources are diverted from normal functions to prepare you for fight or flight.
- Body cannot differentiate between stress from an immediate physical threat and stress due to life changes.

All of your physiological resources are diverted from normal functions to prepare you for fight or flight. Should shut off once the perceived threat disappears. Chemicals should leave your system and bodily functions should return to normal.

Body cannot differentiate between stress from an immediate physical threat and stress due to life changes.

Because life change stressors activate the physiological response in the same way and last much longer than a flight or fight situation chronic stress can contribute to

Poor immune function insomnia anxiety muscle tension and pain

High blood pressure heart disease obesity depression

# 2 TRANSITIONS THEORIES

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Elizabeth Kubler-Ross Transition Model

William Bridges Transition Model

There are many notable change theories but 2: Elizabeth Kubler-Ross and William Bridges stand out for their innovative transition models of change.

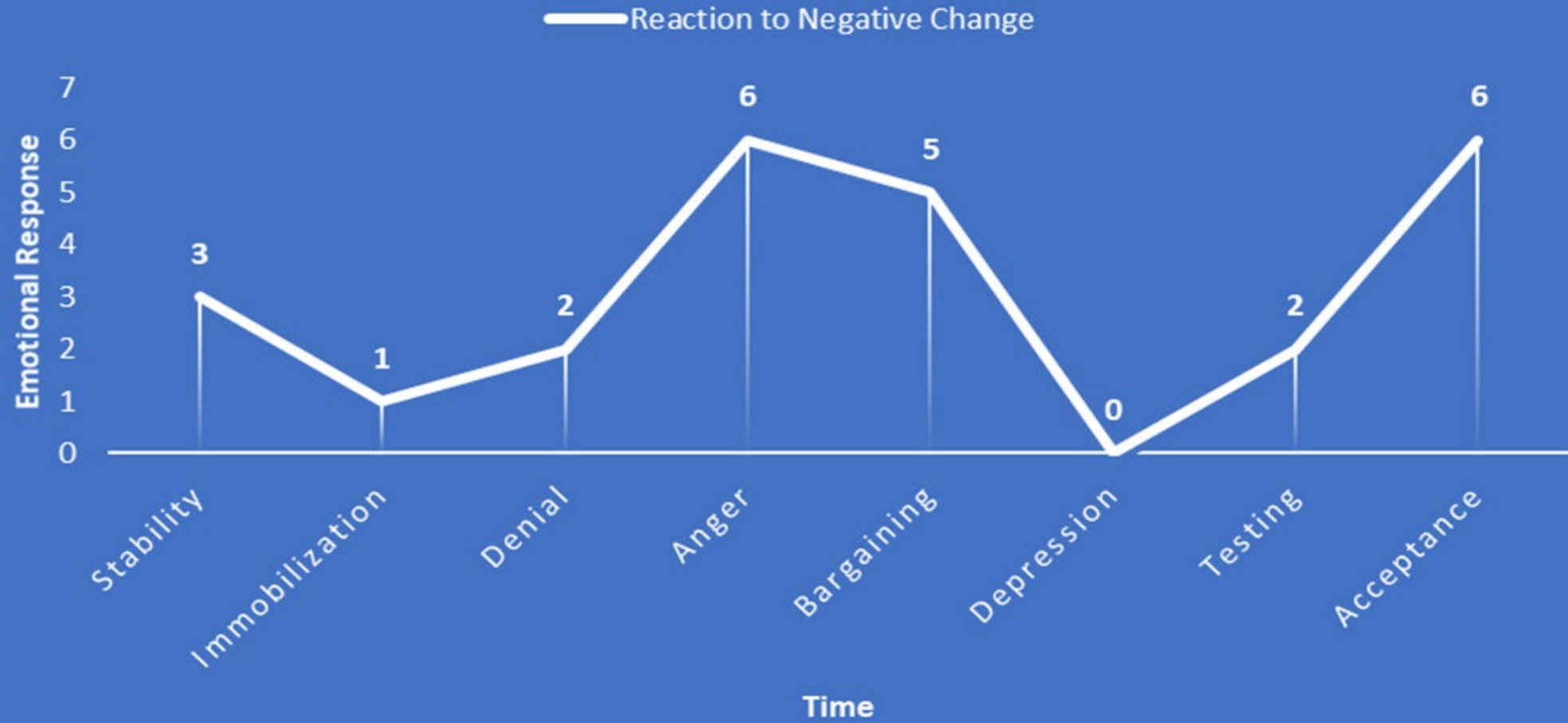


# REACTIONS TO CHANGE

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by Elizabeth Kubler-Ross

## REACTION TO NEGATIVE CHANGE



This model was developed by Elizabeth Kubler-Ross who studied terminally ill patients but its application shows how people react to what they feel is a “negative change”. Each reaction is usually experienced in a sequence, however you may bounce between the different reactions. It demonstrates not only reactions when people experience a changes that they perceive as negative but the level of emotional response as well.

On the left side (0-7) emotions run 0 (passive) to 7 (active) or low to high emotional responses. The bottom line represents time and not everyone moves a long the same timeline.

**STABLE:** When things are “stable” things are “status quo” – there is no major issues.

**IMMOBILIZED:** One feels unable to move forward.

**DENY:** This is the stage where people just duck down and figure if they wait long enough the change will pass.

**ANGER:** With anger usually comes blame; if one doesn’t have to change they will do better.

**BARGAINING:** You will make a bargain to do anything but have to face or deal with the change.

**DEPRESSED:** When you realize that change is not going to be leaving – depression sometimes set in.

**ACCEPTANCE:** The goal is to get the team to move forward through the changes and accept and move forward with the change.

Does this seem similar to anyone? The reaction to change – or change that is perceived as being negative – is much like the cycle of grieving. One has to realize that not everyone moves through the cycle at the same pace and those going through the cycle need to understand this is a “normal” reaction to change – especially “perceived” negative change.

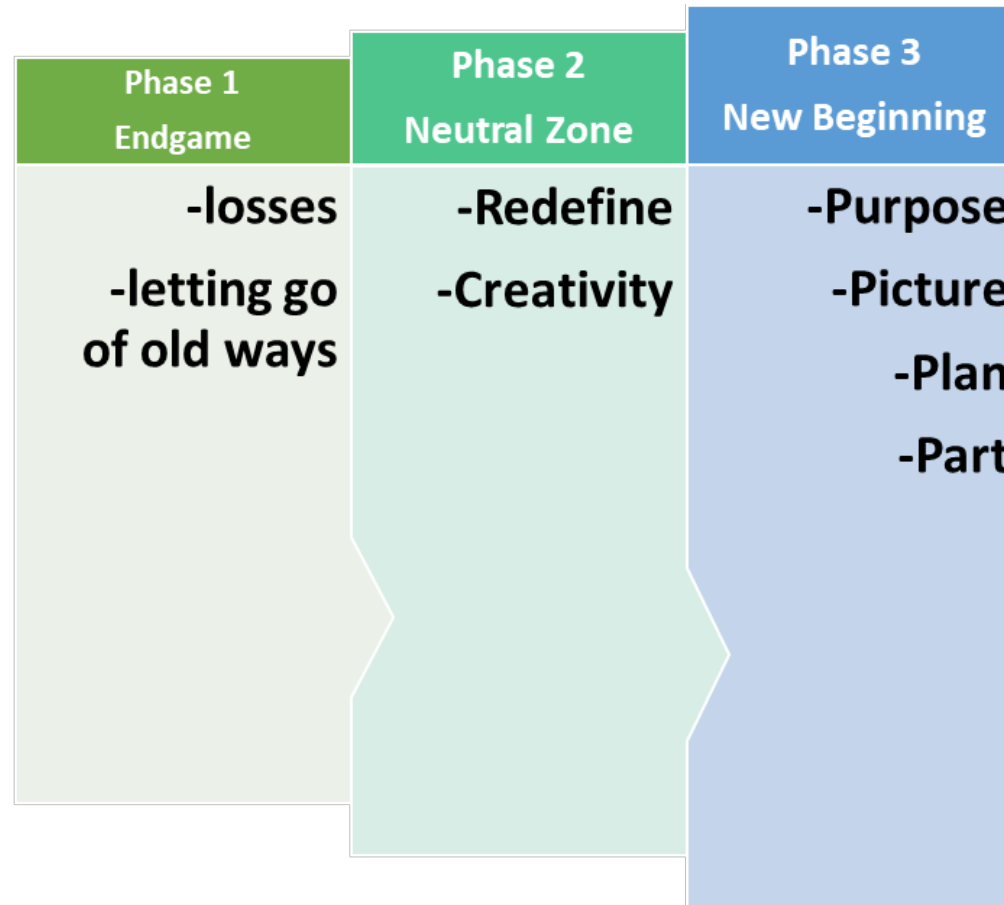
# WILLIAM BRIDGES'

## 3 PHASES OF TRANSITION

*“It’s Not The Changes That Do You In, It’s The Transitions”*

# Williams Bridges

## 3 Phases of Transition



Bridges also stated that *change begins with the Endings* and *Ends with Beginnings*.

Transition is psychological and it is a 3-phase process that people go through as they internalize and come to terms with the detail of the new situation that change brings about.

**Phase 1** – Endings, people will feel a loss of the old way of doing things, letting go can be difficult for many.

**Phase 2** – Organizations and people find themselves in limbo between the old way and the new way, one foot in the old and one foot in the new. This can be a creative time to learn new skills, redefine roles or make choices.

**Phase 3** – New beginning, a new picture and the 4 P's: Picture, Purpose, Plan and Part.



# Phase 1: Transitions - Endings

- Identify
- Accept the Reality
- Don't be Surprised
- Acknowledge Losses
- Expect & Accept & Compensate for Losses
- Give Information
- Define/Mark/Treat with Respect

## Transition Phase 1: Endings

It is important to define and describe what is happening through this process.

- **Identify:** Describe what is changing in as much detail possible.
- **Accept the Reality:** This is a time to empathetic to your people, talk to them, listen to them
- **Don't be Surprised:** Do not surprise staff
- **Acknowledge Losses:** Do acknowledge their feelings along with yours
- **Expect & Accept & Compensate for Losses:** Expect reactions to negative change to occur and they will
- **Give Information:** Share as much information as possible through the process – it is the most enabling thing you can do with staff
- **Define/Mark/Treat w/Respect:** Acknowledge the feelings of loss that is generates. Treat your people with respect. Find creative ways to celebrate letting go of old ways.
- **Signals:** Failing to identify endings and losses leads to more problems for teams.

# Phase 2: Transitions – The Neutral Zone

- Difficult Times
- Creative, Normalize & Redefine
- Create Temporary Systems
- Strengthen Intragroup
- Create a Transition Monitoring Team
- Creatively

## Phase 2: Neutral Zone

This is a time when the team should be encouraged to be creative. DO NOT rush through this phase as it is important to ensure that those that are struggling are able to catch up to the rest of the team.

- **Difficult Time:** This is a psychological no man's time. DO not rush through this – it is important to acknowledge it.
- **Creative, Normalize & Redefine:** This is time for the team to reach deep into their creativity and to develop into what they need to become .
- **Create Temporary Systems:** Set up temporary assignments for those in flux. Break down the issue and “divide and conquer”
- **Strengthen Intragroups:** Find out how the changes will affect how you intraface with others
- **Create a Transition Monitoring Team:** review existing policies procedures rules and decide what need to be deleted added or changed to successfully implement the changes.
- **Creatively:** all in all, being creative about how to manage successfully move through the neutral zone can turn out to be a very productive time.

# Phase 3: Transitions – New Beginnings

- Ambivalence
- Timing
- 4 P's
  - Purpose
  - Picture
  - Plan
  - Part

Beginnings are a psychological phenomena – they are marked by a release of new energy, new direction, an expression of new identity.

- **Ambivalence:** Changes have not been implanted, feelings of doubt, unsure if it will be successful
- **Timing:** Beginnings cannot be forced but they can be supported, encouraged, and reinforced.
- **Purpose:** Explanation of the change; Clearly communicate, Give the whys, Explain what the problem is, Who said so, Continually share, Get buy in
- **Picture:** Explain what it will look like
- **Plan:** What will take you into the future
- **Part:** What part are you playing in the organization.

# 10 COMMITMENTS TO CHANGE

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# Commitments to Change

- MODEL THE WAY
- INSPIRE A SHARED VISION
- CHALLENGE THE PROCESS
- ENABLE OTHERS TO ACT
- ENCOURAGE THE HEART



## **Model the way**

Clarify values by finding your voice and affirming shared ideals

Set the example by aligning actions with shared values

## **Inspire a Shared Vision**

Envision the future by imagining exciting and ennobling possibilities.

Enlist others in a common vision by appealing to shared aspirations.

## **Challenge the Process**

Search for opportunities by seizing the initiative and by looking outward for new ways to improve.

Experiment and take risks by constantly generating small wins and learning from experience.

## **Enable Others to Act**

Foster collaboration by building trust and facilitating relationships

Strengthen others by increasing self-determination and developing competence

## **Encourage the Heart**

Recognize contributions by showing appreciation for individual excellence

Celebrate the values and victories by creating a spirit community

# NAVIGATING CHANGE

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Change is neutral. . . It's our reaction that is positive or negative.

# Navigating Change

- Accept the change
- Stay positive
- Get a fresh perspective
- Focus on what you can control
- Set new goals – SMART Goals
- Stay connected to co-workers

**Accept the change:** Change can be challenging to one degree or another. It may be difficult but doesn't mean it is bad. Change is a natural part of life. Once we understand that and accept it you can quickly adapt to it. Many times, the best opportunities are those that come with change. Letting go, may be one of the most difficult things to do, but it also gives you an opportunity for growth and realize your own goals.

**Stay positive:** To adjust rapidly – stay positive!! Jump in and meet new people, volunteer for new material, or help others with the changes. Leveraging your potential to the fullest extent, and seeing your enthusiasm, impacts everyone around you positive.

**Get a fresh perspective:** Talk to your outside “teams”. Getting a fresh perspective from others that are not close to the situation can help you problem solve situations that you may not have thought of.

**Focus on what you can control:** Allow yourself only to focus on what you can control. If needed break down big obstacles into more manageable pieces and work through them. Change is not about how fast you complete it but how well you get there.

**Set new goals:** Using your SMART goals – set a new one for the change. This can give you a clarity of focus and help your mindset change from the way it was to the way it can/will be.

**Stay connected with your coworkers:** It is important to stay connected with your team – be they outside the workplace or your personal teams. Speaking to your teams will help you stay connected and get to know what is going on. Become good at asking questions can help you maintain your positivity, increase your energy and boost your spirits.

# REDUCING WORKPLACE STRESS

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# Reducing Workplace Stress

As mentioned earlier, team building is one way to help reduce stress and change. Sharing experiences with the team can help reduce stress levels. Ways that you can also help reduce your stress are:

- FOCUS on attainable goals.
- ACCEPT the stress.
- UNPLUG before bed.
- FOCUS on rewarding and fulfilling work.

**As mentioned earlier, team building is one way to help reduce stress and change. Sharing experiences with the team can help reduce stress levels.**

**FOCUS on attainable goals.** Focus on short term goals rather than reaching the end game.

**ACCEPT the stress.** Accept the stress and work through it with your team. Chances are if you are stressed so are others.

**UNPLUG before bed.** Even though we want to ensure that we do our best and always be available for work you need time to unplug. Set boundaries when you are off and take a break from work to recharge

**FOCUS on rewarding and fulfilling work.** Set milestones for your team and reward them upon completion. Using SMART goals will help set those milestone. Even little steps need to be celebrated!





### **Game #1: Pick up M&Ms with chopsticks**

This is a great game to play as teams or individually. It's very different to normal work. You'll need a lot of M&Ms, bowls, chopsticks if you play it as individuals but it's well worth the outlay in materials (plus everyone gets to eat the M&Ms when the game is finished). Instruct participants to pick up and move as many M&Ms as possible from one bowl to another (the second bowl should be empty) in one minute using nothing but the provided chopsticks. The person with the most wins.

# QUESTIONS?

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